



# CONSTELLATION

A publication of the  
U.S. Army Corps of Engineers, Baltimore District  
Volume 29, Number 3 March 2003

## NAD commander addresses District

by Christopher Augsburger  
Public Affairs Office

"I'm a straight shooter. What you see is what you get. I have no hidden agenda," said Brig. Gen. Merdith W. (Bo) Temple, the new commander of the North Atlantic Division. Nearly 600 Baltimore District employees gathered at the Wyndham Hotel for a townhall Jan. 27 to hear the philosophies, expectations and goals of the new general.

Temple, who spent 28 years in the regiment, addressed the employees casually as he walked around, meeting people face to face. His messages were clear and straightforward,

according to several employees. He also did not shy away from more sensitive topics, such as the 3<sup>rd</sup> Wave, and how the impending war may affect job responsibilities.

Temple said that he expects continued readiness from District employees: "Come to work prepared to do your best—every day—by being ready mentally, physically and spiritually." He also emphasized teamwork within the District and the Corps, and said, "Everything can get done as a collective effort."

Temple feels that teamwork can avoid many mistakes, and correct almost any mistake that passes by the rest of the team.

While he stressed some serious points, he also made it clear that, "nobody can be in the regiment without having fun."

Outside of the main ideas of preparation, fun, and teamwork, the general said he hopes that employees will become more involved in appropriate organization campaigns that build and back the human community, like CFC or AER. "Selfless service is the mark of a great organization."

Temple said he also expects managers and supervisors to "demonstrate a high level of tactical efficiency." He pointed out his awareness that customers do not have to choose the Corps of Engineers for their business.

Temple spent time talking about the project management business process, or PMBP. He related the importance of the management philosophy by recognizing that competition for new clientele has increased over the years.

Martha Newman, a computer specialist, agreed with many of Temple's points, and said she believes that, "it's better that we become more customer focused. It's going to allow everyone on a team to be heard, and do their job with the customer in mind."



Brig. Gen. Temple talks to District employees at the Jan. 27 townhall where he presented his philosophy about the North Atlantic Division and where he expects the division to go in the future.  
(Photo by Tex Jobe)

(Continued on p. 4)



**U.S. Army Corps  
of Engineers  
Baltimore District**

[http://  
www.nab.usace.army.mil](http://www.nab.usace.army.mil)

*Constellation* is an unofficial publication authorized under the provisions of AR 360-1 and published monthly by the Public Affairs Office, U.S. Army Corps of Engineers, Baltimore District, P.O. Box 1715, Baltimore, Md. 21203-1715. Telephone: (410) 962-2809; fax: (410) 962-3660. It is printed on recyclable paper; press run 1,800. All manuscripts submitted are subject to editing and rewriting. Material from this publication may be reproduced without permission. Views/opinions are not necessarily those of the Department of the Army.

District Engineer  
Col. Charles J. Fiala, Jr.

Public Affairs Chief  
Lucy Lather

Contributors:  
Doug Garman  
Mary Beth Thompson  
Marshall Hudson  
Angela Moore  
Chanel S. Weaver  
Chris Augsburger

IMO photographers:  
Tex Jobe  
Susanne Bledsoe



## Commander's Comment

### We're ready!

*by Col. Charles J. Fiala, Jr.  
Commander & District Engineer*

This month I will address three primary missions Chief of Engineers Lt. Gen. Bob Flowers has set for the Corps of Engineers. He takes tremendous pride in the Corp's ability to support this nation's waterways and natural resources and our contributions to energizing the economy, but our first mission is the Corps' support of the war on terrorism and protecting our nation.

#### National security

The Corps provides an essential element to the success and strength of our armed forces, along with other federal agencies. The unique blend of civilian and military expertise allows all to tap into the Corps' services at a moment's notice. We are able to quickly assemble teams, provide engineering services and real estate assistance, as well as manage projects.

Because we offer first class research and development capabilities, we are essential in providing infrastructure protection, military engineering and soldier deployments.

Presently, we have a team of about 20 District civilians, led by our deputy district engineer, Lt. Col. W. Scott Flanigan, ready to deploy if and when they are called. These folks are the Field Force Engineering team and represent a cross-section from nearly every division and office in the District.

It's important to note that even though this mission is unique to the war on terrorism,

it is not unique to the way we will be doing business in Baltimore in the future.

This team and others in the future will be the backbone to the contingency missions we are asked to support. I see this as an ongoing mission—and our primary responsibility. We will support it with our brightest and best, even though that might mean some sacrifices because our work within the District will continue as well.

The Corps also plays a critical role in homeland security. We maintain our harbors and waterways, a key element for national defense systems.

Helping other federal agencies, such as the Federal Emergency Management Agency, represents an enormous asset to the country and the armed services.

The Corps provides emergency power, debris removal and basic essentials such as ice, water, and temporary housing in the wake of local, national and international natural disasters.

#### Enhancing our environment

Managing America's rivers, lakes, wetlands and coasts is a major Corps responsibility. Because of our location, we have a particularly crucial role in enhancing the environment.

Projects such as Poplar Island, the Blackwater Refuge and the Hudson Streambank Protection are just a few that meet the needs of environmental restoration.

And, Spring Valley and Lauderick Creek at Aberdeen help ensure the safety of civilians as we clean up active

or former Department of Defense sites.

#### Energizing the economy

Billions of tons of goods enter our ports through the network of harbors and waterways the Corps maintains. They also provide one of the most important conduits for the nation's commercial transportation.

The economic impact from the transportation, export and import business is essential to expanding and sustaining our economy.

But, the impact extends beyond the direct link to goods because the effect ripples into improved business, creating more jobs and higher competition for quality.

Improved waterways means improved rivers for commerce and better recreation sites at our reservoirs. You should know, too, that the Corps is the fourth leading provider of hydroelectric power from our facilities around the country.

Private sector contractors are a key component to the economy of the nation, as well as to the Corp's ability to complete a mission. All construction and more than half the design work comes from contracting.

Take pride in knowing that our talents and skills are vast and long lasting. While the impact to our troops in the battlefield is direct and instant, the value to our economy, environment and citizens is just as great. There will be sacrifices at home as we remain committed to our goals, but we are ready. **Essayons.**

# ***Competitive sourcing —*** **where we are, where we're going**

by Bernard Tate  
Headquarters USACE

The Corps' leadership is moving ahead to develop an implementation plan for the competitive sourcing effort required by the President's Management Agenda, executed by Office of Management and Budget, or OMB.

"Last September, we submitted a competitive sourcing plan to OMB as part of our civil works budget request," said Ray Navidi, the Corps' competitive sourcing program manager.

"In our plan we proposed reviewing approximately 20 percent of the workforce."

The plan currently falls below the target that OMB provides agencies.

"With the president's budget announced, we must show progress toward implementing our plan. At the same time we are working with the Army on the Third Wave," said Maj. Gen. Robert Griffin, director of Civil Works.

The Third Wave is the Department of Army's effort to divest itself of as many of the Army's non-core func-

tions as possible. According to a directive issued by the Secretary of the Army on Oct. 4, 2002, the thrust of the Third Wave initiative is to free up resources for fighting the war on terrorism.

"While we have a commitment to OMB to start competing a number of our positions in fiscal year 2003, as we indicated that we would in our report, we did not want to start implementing our competitive sourcing plan until we developed our Third Wave plan and presented it to the Army leadership," said Griffin.

Original schedules called for presenting the Corps' Third Wave plan to the Army leadership in February or March. But the milestone dates are changing, and at this time, the briefings are scheduled to begin sometime in June, possibly later.

"This delay created a dilemma for us," said Griffin. "If we wait until we present a Third Wave plan to the Army, and then start implementation of our competitive sourcing plan, we would be non-responsive to OMB. Therefore, the Corps is now proceeding with development of an



implementation plan for competitive sourcing in accordance with the plan submitted to OMB, which calls for competing about 7,500 civil works and military programs funded positions during the next six years, starting with 1,300 positions in FY03.

"It's important to remember that we're talking about spaces, not faces," said Navidi. "If you analyzed my job, you'd find that some of the work I do is inherently governmental, and some of the work I do is commercial. That's true of most jobs in the Corps."

In the next several weeks, Corps Headquarters will hold a workshop with major subordinate command representatives to refine the competitive sourcing plan and to develop an implementation strategy.

This group will address many issues – how best to package the functions to be competed, the types of review and competition for various functions or business units, how the reviews will be conducted, resource requirements, and more. Once the Corps has a clear picture of the impact, a targeted freeze on recruitment will be considered.

"I want to emphasize that *all* we will do in the next few months is develop a detailed implementation plan," said Griffin.

"Once we have a detailed plan of execution, we can then begin implementation as we continue to coordinate with OMB and the Army. The chief of Engineers remains committed to ensuring our workforce is informed of any latest development."



## Temple visits Baltimore *(continued from cover)*

In order to maintain a high level of efficiency, Temple said he expects managers to be positive contributors to projects and teams, and believes that no manager can, "over-coordinate an action." He wants managers to anticipate requirements and think ahead for team members, projects and budgets.

Temple believes that a main key to success lies in the ability to learn and act on newfound knowledge.

"Whenever you learn something new, ask yourselves three questions—what do I know, who else needs to know, and what actions, if any, are required of me. Then take action."

For Temple, many of the expectations for managers are linked to PMBP, which must be implemented by October 2003. He believes that NAD will find solutions that make this system work.

He acknowledged that there will be a few challenges in the road to implementation, but communication and teamwork should overcome and prevail.

During the round of questions and answers after Temple's remarks, an employee asked if there would be a new system for grading employees if they begin working under different project managers?

According to Temple, the rating system would not change since employees would work on more than one project, and the supervisor would still analyze the quality of work.

Temple addressed other topics, including the 3<sup>rd</sup> Wave. He said he expects private competition to have a relatively

small impact on the Corps. "If the Corps does what we are capable of doing, and provides customers with a quality product, we should be just as competitive as anyone else."

According to Temple, any changes that will be made to Corps job functions probably won't happen before 2008.

Another question was the possibility of a change in the military workload because of developments in the Office of Homeland Security.

Temple said that the work would change, but the way it is done will remain the same.

The overall reaction to Temple's remarks among District employees was optimistic.

Jack Butler, who served with Temple in 1980-81 with the 307<sup>th</sup> Engineer Battalion, said, "He was always a very positive individual and leader. It was good to see that he is still that way today."

Gen. Dwight D. Eisenhower spoke of leadership when he said, "You don't lead by hitting people over the head—that's assault, not leadership."

It appears that Temple has chosen to lead by example as well.

Temple recognized 19 Baltimore District heroes for their outstanding achievements recently:

**Mike Armstrong**, Capital Area Office, Construction Division;

**Rick Dean**, Capital Area Office, Construction Division;

**Will Hettchen**, Central Washington Area Office, Construction Division;

**Dawn Pisarski**, Environmental Remediation Resident Office, Construction Division;

**Bryan Tempio**, Bay Area Office, Construction Division;

**Heidi Cherry**, Engineering Division, Construction Division;



*Brig. Gen. Temple talks to Baltimore employees about what he expects of everyone, including managers and supervisors.*

**Mary Ann Mitchell**, Contracting Division;  
**James Sweger**, Engineering Division;  
**Antoine Plessy**, Engineering Division;  
**Elizabeth Quarrick**, Engineering Division;  
**Taifa Coger**, Engineering Division;  
**Joe Lease**, Engineering Division;  
**Terri Davis**, Office of Counsel;  
**Steve Golder**, Operations Division;  
**Larry Eastman**, Planning Division;  
**Heather Wells**, Planning Division;  
**Michelle (Mimi) Bistany**, Planning Division;  
**Cheryl Janiszewski**, Planning Division;  
**Jim Simms**, PPMD.



*Photos by Tex Jobe*

*The general addressed the group by walking up and down the aisles.*



*Charlie Walker, government affairs officer, asks Brig. Gen. Temple a question.*



*Brig. Gen. Temple recognized 19 Baltimore heroes at the townhall Jan. 27 at the Wyndham Hotel in Baltimore.*

## CCB space consolidation update

Progress continues in the District's efforts to consolidate the Corps' space holdings in the City Crescent Building.

**Phase 1** of the project is complete. The mailroom has been moved, and is operational in its new location on the first floor.

**Phase 2** was also recently completed. Operations and Construction Divisions were consolidated to make room on the 8<sup>th</sup> floor for the safety office, photo lab, visual information and records management offices.

A temporary office for the PM Service Center was created on the 11<sup>th</sup> floor in Planning Division. This will be replaced with a permanent location during Phase 5.

The EAP counselor has moved

to an office on the 10<sup>th</sup> floor.

Thus far, over 9,600 square feet of space, have been released, resulting in rental savings to the District of approximately \$268,000 per year.

Work on **Phase 3** began in February. This involves moving the logistics management office from its existing location on the third floor to the former map files room on the 10<sup>th</sup> floor.

Although every effort has been made to minimize the impacts to employees, it is inevitable that the construction and cubicle reconfiguration associated with the space consolidation efforts will cause some disruption. However, the cooperation shown by the affected offices thus far has been outstanding.

## If you wake in the middle of the night...

It's a common sleeping problem that reduces the effectiveness of sleep time.

Sleep expert Dr. Martin Moore-Ede says people often panic when they wake up too soon. They check the clock and worry about getting enough rest, but that just makes the problem worse.

The doctor says it's best not to get up or turn on the light. Activity and light will waken you even more. Instead, immediately imagine you've just gone to bed for the first time.

If you aren't sleeping within 10 minutes, consider what's going on in your mind. Write down what you're thinking, and it will often clear your mind.

## March, Women's History Month

### Four women journalists honored on commemorative stamps

**Ida M. Tarbell** graduated from Allegheny College in 1880. After teaching several years, she wrote articles for the *Chautauquan*, a monthly magazine. Then she went to France to research the role of women in the French Revolution.

Back in the United States, she worked as an investigative reporter. After her famous expose on the dealings of Rockefeller of Standard Oil and the railroads, she went on to attack the cost of protecting monopolies.

**Nellie Bly** was born Elizabeth Cochrane in 1865. She chose "Nellie Bly" as her byline when she wrote to the editor of

a Pittsburgh paper objecting to his article called, "What are girls good for?" The editor later offered her a job and sent her to Mexico where she wrote articles describing corruption, the plight of the poor and the need for reform.

Later she joined Joseph Pulitzer's staff on the New York World and produced material on inhumane conditions in mental hospitals and in sweatshops.

**Ethel Payne** started her career in 1951 at the *Chicago Defender*, and later became the *Defender's* one-person bureau in Washington.

In a 1954 press conference, she asked President Eisenhower

when he planned to ban segregation in interstate travel.

Eisenhower said he refused to support any special interest and never again recognized her at press briefings. President Johnson invited Payne to be there when he signed the Civil Rights Act of 1964 and Voting Rights Act of 1965.

**Marguerite Higgins** was hired at the *New York Herald Tribune* in 1942. She reported the capture of Munich, liberation of Buchenwald and Dachau, and after the war, some of the trials. In Korea, she and Homer Bigart competed for stories. Both won the Pulitzer Prize for foreign correspondents in 1951.



# Why is April 15 tax day?

When the 16th Amendment was added to the Constitution, it allowed Congress to institute the income tax. That was Feb. 3, 1913.

At the time, Congress picked March 1, a year and a couple of weeks later, as the deadline for filing returns. Then, with the Revenue Act of 1918, Congress moved that date forward to March 15 without telling anyone why.

The next change came in 1955 when, buried in tax code revisions, another deadline was

named. This time the date was moved to April 15.

An IRS spokesman tells *Fortune* magazine the new date allowed more opportunity to "spread out the peak workload." But law professors at the University of Southern California note that the date allows the government to use your money longer before giving refunds.

On the other hand, it gives you a little longer to prepare tax returns. And if the IRS doesn't mail your refund within 45 days, they have to pay you interest.

## Dignitaries break ground for new test facility

Ground was broken Feb. 20 for the new Climatic Test Facility at Aberdeen Proving Ground, Md.

District Engineer Col. Charles J. Fiala, Jr., joined Sen. Barbara Mikulski and other dignitaries as they wielded shovels to mark the start of the project's construction phase.

The new 15,444-square-foot facility will replace an inadequate existing structure.

When completed, the \$9.4 million dollar project will provide a high quality, multi-environment firing facility. It will feature temperature and humidity that can be controlled for testing weapons systems, guns and ammunition.

The Climatic Test Facility, which is being built for the Aberdeen Test Center, is expected to be completed in about one year.

## Bike to Work Day 2003 set for May 2

Join your fellow employees at the Baltimore City Hall Plaza May 2, from 7 to 8:30 a.m., for Bike to Work Day 2003.

The purpose of this annual event is to raise public awareness of bicycle commuting in the Baltimore region; encourage local leaders to support bicycle commuting region-wide; and promote bicycling as a healthy and enjoyable commute option that eases congestion.

Bike commuters and supporters can have breakfast, participate in prize drawings and talk to elected officials at rally points.

Among the organizers of the event are the Maryland Departments of Environment, Planning and Transportation; Mayor's Bike Advisory Group; and the City of Baltimore.

For more information, contact Katherine Shriver at 410-732-0500 or [kshriver@baltometro.org](mailto:kshriver@baltometro.org).

## Harvest for the Hungry

This year's Harvest for the Hungry program ends March 13.

Mark Harris, coordinator of the program for the Logistics Management Office, said employees still have an opportunity to participate.

The food drive, sponsored by the Federal Executive Board, helps many less fortunate people in Baltimore City and surrounding areas.

Some of the most needed items are canned meats and chicken, nuts, milk, baby food, pasta, rice, vegetables, fruit and soup.

Personal care products, such as toothpaste, shampoo and soaps are also requested. No glass, expired or damaged containers will be accepted.

Employees are encouraged to donate canned food and non-perishables to the program.

Key persons from each office will coordinate the food collection.

Call LMO at 2-4091 for more information.

## Quotes

"The line between failure and success is so fine that we scarcely know when we pass it: so fine that we are often on the line and do not know it."

— *Elbert Hubbard*

"There is nothing in which people more betray their character than in what they laugh at."

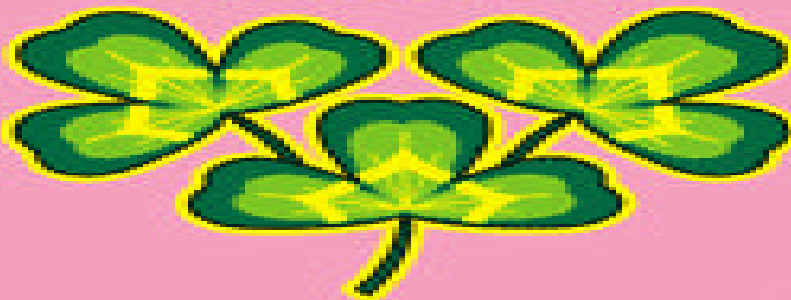
— *Goethe*



Department of the Army  
U.S. Army Corps of Engineers  
Baltimore District  
P.O. Box 1715  
Baltimore, MD 21203-1715

Official Business

**Just for fun—  
wear something  
green on  
March 17**



**Everybody's  
Irish on  
St. Patrick's Day!**